



Departmental Business Plan and Outlook

Office of Strategic Business Management

Fiscal Years:

2003-04

&

2004-05

Updated: December 15, 2003

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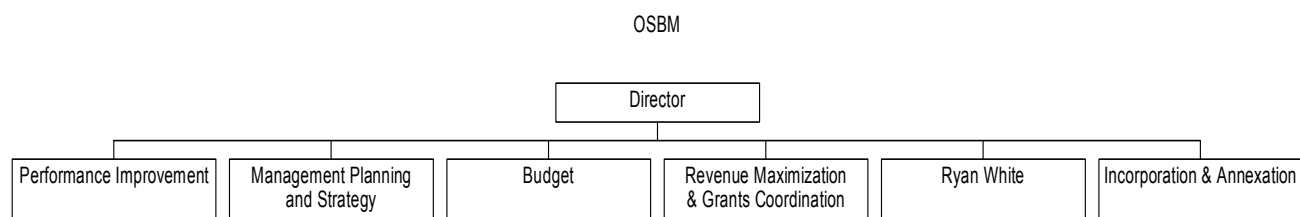
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EXECUTIVE SUMMARY

The Office of Strategic Business Management (OSBM) was created in October 2003 by the merger of the Office of Performance Improvement (OPI) and the Office of Management and Budget (OMB) and blends the County's performance improvement function, strategic management functions, and budget process. OSBM also provides policy analysis regarding incorporation, annexation, and other issues; researches grant opportunities and provides technical assistance to departments seeking grant funding; manages and administers the federal Ryan White Comprehensive AIDS Resources Emergency (CARE) Act grant (this legislation, enacted in 1990, was created to address the health care and service needs of people living with HIV disease, and their families in the United States).



A vital effort of the Office is to effectuate implementation of results-oriented government in the County through the following anticipated accomplishments in FY04 and FY05:

- Transform the County budget process to a results-oriented process, refocusing the County Manager's proposed budget documents and final adopted budget and business plan to emphasize strategic plan priority outcomes and their related performance measures and targets
- Monitor customer service in half of all County departments in FY 04 and the rest in FY 05 through the secret shopper program and provide timely results to departments
- Conduct customer satisfaction surveys for services delivered to the community as well as for internal support functions
- Support the culture change for a results-oriented government by refining performance measures, aligning plans, using the plans to guide allocation of resources in the budget process, and promoting senior management and organization familiarity and understanding the measurable objectives of the County's strategic plan and their role in achieving these
- Implement a performance management system to monitor strategy execution and status of objectives and report these to the community
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews, projects identified by the Efficiency and Competition Commission, corporate sponsorships, and execution and close-out of additional memorandum of understanding for sharing cost savings between the County and employees

In addition, OSBM anticipates achieving the following accomplishments during FY 2004 and FY 2005 in support of other county priorities:

- Increase the number of Ryan White Title I HIV service sites countywide to 125 in FY 04 and to 132 in FY 05
- Increase the dollars received by the County as part of revenue maximization activities including providing timely information, technical assistance and training programs to County Departments and CBOs
- Achieve increase in carryover of at least \$11 million due to establishment of emergency contingency reserve

Critical to accomplishing these are:

- Executive leadership support, including cooperation and coordination with County Departments – OSBM provides a consulting and advisory roles in many of these initiatives with actual implementation by Departments and an effective working departments relationship is critical to OSBM achieving its objectives
- Availability of grant funds for increasing the number of Ryan White service sites and service providers
- Minimizing office staff turnover

Signature
Department Director

INTRODUCTION

Department Purpose/Mission Statement

The Office of Strategic Business Management (OSBM) ensures maximization and allocation of resources for Miami-Dade County government and alignment of department operations to achieve results driven by policy and customers needs.

Department Description

As part of the Fiscal Year 2003-04 budget, the Board of County Commissioners approved the merger of the Office of Management and Budget and the Office of Performance Improvement, establishing a strengthened organization, OSBM. This new office blends the County's performance improvement function, strategic management functions, and the budget process. OSBM also includes the Annexation and Incorporation Unit, a revenue maximization and grants coordination unit, and is responsible for administering the Ryan White Title I Care Act (Ryan White program).

Performance Improvement

Performance Improvement partners with client departments to create incentive-based employee agreements; to manage efficiency programs and projects, and managed competition projects, thereby reducing the need to use outside management consultants; and provides staff support to the Efficiency and Competition Commission. Performance Improvement also helps client departments by administering a secret shopper program, in which employee volunteers "shop" and evaluate various county customer service contact points and is responsible for survey research, monitoring the effectiveness of County service delivery.

Management Planning and Strategy

Management Planning and Strategy (MPS) is responsible for the implementation of the County's results-oriented framework that includes an organization wide cultural change focusing on planning, and being accountable for implementation of those plans based on measuring results. This includes developing and facilitating implementation of a strategic plan, business planning and performance measurement and management systems. MPS coordinates implementation of a countywide performance management process which focuses on creating and aligning planning, monitoring, and reporting including streamlined departmental quarterly performance reporting, automation of reporting, reporting to the community, and comparing county performance data with other jurisdictions including participation in the International City/County Management Association (ICMA) Center for Performance Measurement.

Budget

Budget prepares the annual operating and capital budgets based on priorities defined through the strategic and business planning process in addition to priorities defined by the Mayor and the Board and provides annual updates to the County's Five-Year Financial Plan. Budget is responsible for informing the County Manager and Board of County Commissioners of quarterly revenue and expenditure information for the County's general funds. Budget staff also assist in the development of proposed bond issues for consideration. A vital effort of staff is to transform

the budget process to a results-oriented process, refocusing budget related documents to emphasize strategic plan priority outcomes and their related performance measures and targets.

Revenue Maximization and Grants Coordination

This unit is responsible for proactively identifying opportunities for our community to draw down federal and state funding to support operations. The unit serves as a countywide resource and knowledge base and provides expertise in assessing potential changes that in the future may impact the County's continuity of funding. The unit has worked with the Alliance for Human Services to assure that their request for proposals allow maximizing federal funding to supplement County allocations.

Ryan White

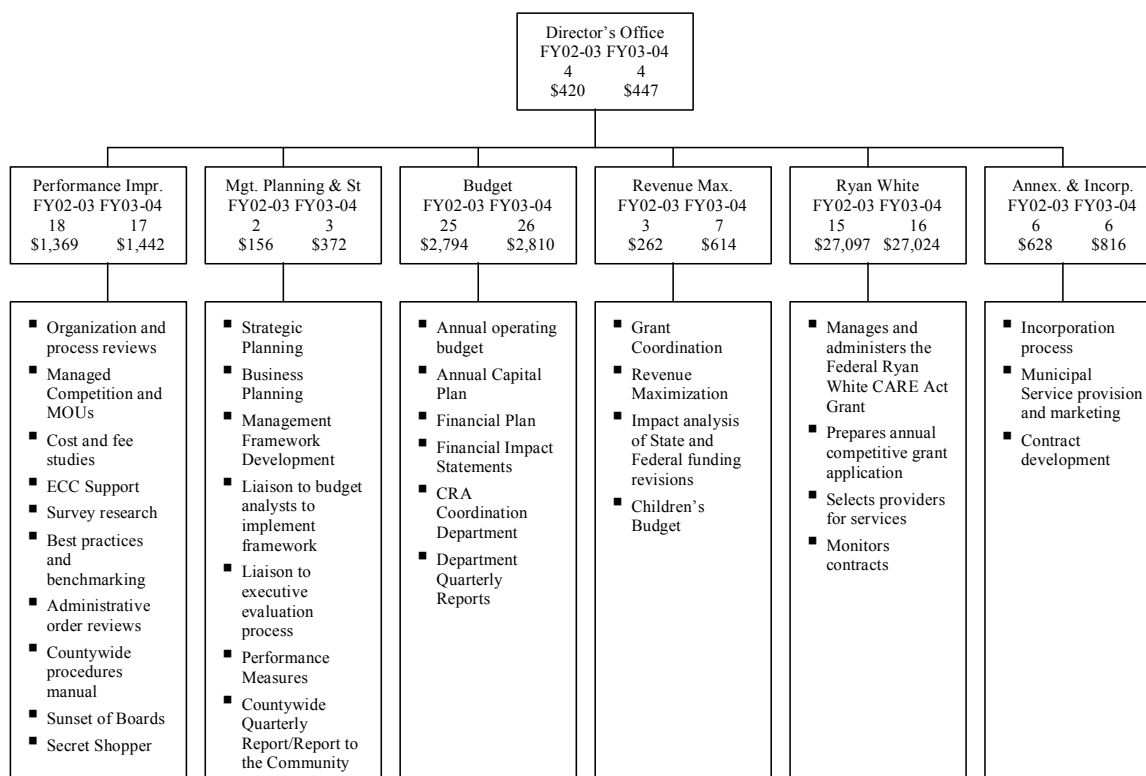
The Ryan White unit prepares the County's annual Ryan White grant application, in compliance with all federal requirements, and obligates all direct Ryan White client service grant funds by July each year.

Incorporation and Annexation

The Incorporation and Annexation unit implements the BCC's incorporation policy, works in a professional and courteous manner with communities desiring to incorporate, and is responsible for contracting with and service delivery to municipalities.

Organization and Staffing Levels

(Dollars in thousands)



Departmental Business Plan and Outlook**Department Name: Office of Strategic Business Management****Fiscal Years: 2003-04 & 2004-05**

The merger of OPI and OMB to create OSBM is intended to foster an environment of business-oriented management, efficiency and service orientation throughout Miami-Dade County government; to emphasize department business planning aligned with the County's strategic plan and County government's vision of the future; and to enhance our budget process so that it is more strategic and results-oriented. Further, the resulting structure will provide for increased involvement of budget staff in performance improvement projects that should strengthen the analysis of how projects could impact the budget of Miami-Dade County.

The new Office strengthens the Incorporation and Annexation Unit to emphasize municipal contracting and service delivery, and includes two additional positions in the Revenue Maximization and Grants Coordination Unit, increasing the office's direct staff to 6; an additional position was also transferred from Homeland Security.

Staffing Levels

Functional Unit	FY2002-03	FY2003-04
Annexation and Incorporation	6	6
Management and Budget	29	30
Management Planning and Strategy	2	3
Revenue Maximization	3	7
Performance Improvement	18	17
Ryan White	15	16
Total	73	79

Fiscal Environment**Revenues and Expenditures by Fund**

(All Dollars in Thousands)

Health and Human Service - Ryan White Title I CARE Grant (All Dollars in Thousands)**Ryan White Title I Grant Year (FY 2003-04) runs from 3/1/2003 through 2/28/2004**

	Total Annual Budget (Ryan White)		
	Prior Fiscal Year FY2002-03 Actual	Current Fiscal Year FY2003-04 Budget	Projection as of 12/08/03
Revenues			
Federal Grants	26,563	27,024	27,024
Carryover	776		
Total	27,339	27,024	27,024
Expense			
Administration	829	1,351	1,351
Contractual Svcs.	26,510	25,673	25,673
Total	27,339	27,024	27,024

Notes for Ryan White:

1. Second quarter information includes 3 months (June 2003 – August 2003) based on Ryan White Grant fiscal year.
2. Carryover amount at the discretion of the federal government.
3. Administrative expenditures are not evenly distributed throughout the fiscal year.
4. Drawdowns are made in arrears as needed to reimburse the County based on documented expenditures.

	(Office of Strategic Business Management excl. Ryan White)		
	Prior Fiscal Year FY2002-03 Actual	Current Fiscal Year FY2003-04 Budget	Projection as of 12/08/03
Revenues			
General Funds (Countywide)	2,719	3,114	3,114
General Funds (UMSA)	1,464	2,464	2,464
Proprietary Fees and Bond Funds	100	150	150
Interagency Trasnfers	653	773	773
Total	4,936	6,501	6,501
Expense			
Personnel	4,155	5,948	5,948
Other Operating	763	533	533
Capital	18	20	20
Total	4,936	6,501	6,501

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	FY03 Beginning Year Actual	FY03 Year-end Actual	FY04 Year-end Budget
SO 720 720	\$0	\$0	\$0
Total	\$0	\$0	\$0

* The federal grant is on a reimbursement basis. Therefore, during the grant period there is a negative cash balance between \$1 to \$2 Million. At the end of the close-out period, the cash balance is \$0.

Changes in dollars reflect the staffing and performance impacts noted above.

Business Environment

OSBM has numerous responsibilities within the County and works with all County departments to provide the consulting, advisory and support services noted in the prior section. In addition, Performance improvement works with private sector consulting partners through a Survey Consulting Pool and a Management Advisory Consulting Services Pool to ensure that adequate and timely progress is being made on several key initiatives and partners with private sector entities through its corporate sponsorship initiatives.

Critical Success Factors

Performance Improvement

- Management support for countywide initiatives as well as departmental support for completing and implementing specific efficiency programs.
- Working cooperatively with internal support departments such as the Enterprise Technology Services Department (ETSD), the Employee Relations Department and the Department of Procurement
- Filling key vacancies to ensure it is able to meet its objectives.

Management Planning and Strategy

- Procurement support - for procurement of the performance management software
- Skilled staff support - for completion of KPI methodology review and strategy maps
- Support from County Manager's Office
- Support from the Employee Relations Department for training curriculum on results-oriented government
- Ensuring data integrity – as more decisions are based on measurable results, it is critical to ensure the integrity of the data

Budget

- County's continued strong fiscal leadership and commitment to maintain emergency contingency reserve strategy.
- Reduced turnover of budget analysts

Revenue Maximization and Grants Coordination

- Level of available funding at federal and state level
- Cooperation and assistance of state agencies with revenue maximization strategies
- Staff's achievement of objectives in a timely and effective manner
- Cooperation by departments and follow-through on their part
- Availability of sufficient staff resources
- Frequency of special assignments, projects and reports
- Stability/reliability of county network and web portal
- ETSD support
- Availability of consulting support

Ryan White

- Availability of grant funds for increasing the number of Ryan White service sites and service providers

Annexation and Incorporation

(under development)

Future Outlook

As Miami-Dade County becomes a more results-oriented government, the importance of performance measures will continue to increase. In future years, Management Planning and Strategy staff will continue to pursue policies, methodologies and software that continue to enhance data integrity.

The strategic plan for Miami-Dade County is a five-year plan. However, it is anticipated that there will be an interim update to evaluate whether the strategies in the plan are being successfully deployed, and, if there are being deployed, are they resulting in achieving the desired outcomes. This will require an in-depth review of the status of both the performance objectives as well as the strategies in FY 2005-06 by Departments and Management Planning and Strategy. In addition, substantial staff support will be required from staff in Performance Improvement resulting in decreased time spent on traditional efficiency projects, organizational review studies, and other countywide initiatives. Budget staff will also provide support to this process as changes to the strategic plan that result from this process will guide the budget allocation process in the out years of the plan. A major update to the strategic plan will begin in FY 2008-09.

Overall, County government is in good fiscal condition and, assuming reasonable future financial and budgetary policy decisions, should remain so. Although revenue streams such as sales tax, revenue sharing, interest and tourist taxes are still being affected by the overall economic slowdown, it is believed that reduction in debt service obligations and the implementation of Article V legislation will have a mitigating effect on the overall fiscal outlook of the County. Tax roll growth in recent years showed outstanding increases; our five-year planning assumptions include ten percent growth in FY 2003-04, and five percent thereafter. This growth equates to an average annual rate of 6.25 percent (historical average) for the next five years.

Continued incorporation could also require Performance Improvement to begin helping departments more aggressively market their services to newly forming cities.

In the future, the County's focus will need to shift from identifying and pursuing revenue maximization opportunities to advocating at the state and federal level for new and enhanced opportunities.

THE PLAN

Overview

Our FY 2003–04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals address the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance intentions while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. This Department is primarily supportive of the following strategic themes:

- *Ensure Miami-Dade County operates in a fiscally responsible and stable*
- *Promote cooperation and coordination among all government services*

Supporting these themes are goals and priority outcomes critical to achieving the goals that directly relate to this department. These are provided along with the department's tasks, activities, and performance measures for FY 2003-04.

Department-related Strategic Plan Goals:

- *Enable County departments and their service partners to deliver quality customer service*
- *Ensure the financial viability of the County through sound financial management practices*
- *Deliver on promises and be accountable for performance*
- *Ensure universal access to timely and accurate [health and human services] service information and community resources*
- *Promote independent living through early intervention and support [health and human] services*
- *Ensure high quality standard of care and customer service [in Health and Human Services] Countywide*

Department-related Strategic Plan Priority Outcomes:

- *Planned resources to meet current and future operating and capital needs*
- *Alignment of services provided with community's needs and desires*
- *Achievement of performance targets*
- *Accountability to the public at every level of the organization*
- *Continuously improving government*
- *Healthier community*
- *Improved customer care in health and human services*

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal HH2: *Ensure universal access to timely and accurate services information and community resources (RW)*

Outcome HH2-2: *Increased utilization of available health and human services across all neighborhood facilities*

Strategies: *Continue providing care at primary care centers, introducing specialty services at neighborhood clinics*

Ensure distribution of resources and service delivery availability in areas of greatest need as identified by neighborhood indicators in social service documents as the Social Services Master Plan.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

10% increase in utilization of services across all neighborhood facilities within three years

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Number of Ryan White Title I HIV service sites county-wide (Increase in service number of service sites is contingent upon the availability of grant funds)	120	125	132	By the second quarter of each fiscal year (equivalent to first quarter of Ryan White grant period), complete Request for Proposals (RFP) for HIV-related assistance, including medical care and social support services	Ryan White Coordinator (Y. Juliao) Ryan White Program Administrator (C. Valle-Schwenk)
Number of Ryan White Title I service providers (Increase in the number of service providers is contingent upon the availability of grant funds)	37	39	41	Assess the need for specific types of HIV service providers in neighborhoods with moderate to high HIV incidence (i.e., medical care clinics, substance abuse residential treatment facilities, case management, day care centers, etc.) [contracted activity] Select new service providers through the annual RFP process	Ryan White Coordinator (Y. Juliao)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal HH4: *Promote independent living through early intervention and support services (RW)*

Outcome HH4-1: Healthier community (priority outcome)

Strategies: *Expand health education through outreach, with information linking residents to services and facilities*

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Not available in Strategic Plan

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Number of HIV+ persons connected to treatment for the first time or reconnected to care as a result of Ryan White Title I outreach efforts	800	1,200	1,500	Monitor effectiveness of Ryan White Title I outreach providers in connecting and reconnecting persons infected with HIV to medical care, case management, substance abuse treatment and social support services.	Ryan White Coordinator (Y. Juliao)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal HH7: *Ensure high quality standard of care and customer service countywide*

Outcome HH7-1: *Improved customer service and care in health and human services (priority outcome)*

Strategies:

Develop and implement a training curriculum that addresses issues of professionalism, customer services, cultural and linguistic competence, etc.

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

90% of customers of the health and human services area are satisfied or very satisfied with service delivery and customer care within 3 years

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Number of training sessions targeting case management, outreach, and medical care providers of Ryan White Title I funded services	30	35	40	Continue to provide training to direct service staff in Title I funded case management, outreach and medical care providers (contracted activity).	Ryan White Coordinator (Y. Juliao)
Increase in satisfaction among recipients of Ryan White Title I funded services	80%	85%	90%	Measure customer satisfaction with Ryan White Title I funded services by conducting on an annual basis a consumer survey at funded HIV service sites throughout the County (contracted activity).	Ryan White Coordinator (Y. Juliao)

Departmental Business Plan and Outlook

Department Name: Office of Strategic Business Management

Fiscal Years: 2003-04 & 2004-05

GOAL ES1: *Enable County departments and their service partners to deliver quality customer service*

Outcome: ES1-2 Conveniently accessed and easy-to-use services

ES1-3 Unity of County service delivery

ES1-4 Satisfied customers

Strategies:

- Monitor customer service (e.g., Secret Shopper Program, customer request system, etc.)
- Provide feedback to Departments using performance-based standards
- Create opportunities for the community to provide input for future customer service enhancements (e.g., focus groups, surveys, etc.)

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- Overall quality ratings for County services – minimum four score out of five scale
- Resident and visitor satisfaction ratings with County services
- Overall and comparative quality ratings

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of departments shopped per FY	50%	50%	50%	TASKS/ACTIVITIES/PROGRAMS <ul style="list-style-type: none">• Identify departments and customer service contact points to be “shopped” during the given fiscal year.• Shop all phone numbers listed in Bellsouth Blue Pages and other main numbers listed on departmental websites.• Ensure sufficient numbers of shoppers are available.• Perform shopping during second-fourth quarters• Enter shopping data as a department is being “shopped”.	OWNERSHIP SPA2 Perf. Impr. (M. Warner)
# of months to issue departmental reports after annual shopping period is completed	2 months	2 months	2 months	<ul style="list-style-type: none">• Enter remaining data and verify entered data is correct• Issue written memo with recommendations along with numeric results by end of first quarter of ensuing fiscal year• If necessary, meet with department directors about results• Compare department results with prior shopping experience and record progress	SPA2 Perf. Impr. (M. Warner)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
# of enabling strategies customer satisfaction surveys completed per year	1	1	1	<ul style="list-style-type: none">Meet with ES and customer departments to determine what should be measured.Prepare surveyImplement through electronic mailCompile results and report on intranet site	Asst. Dir. Perf. Impr. (K. Lynskey)
% of departments, ACMs and elected leaders having received detailed information regarding 2003 resident satisfaction survey		100%	N/A	<ul style="list-style-type: none">Compile survey dataPrepare tailored presentationsSet up meetings with county management and elected leaders	Asst. Dir. Perf. Impr. (K. Lynskey)
# of county resident satisfaction surveys completed per year	1	1	1	<ul style="list-style-type: none">Meet with department management (ACMs) to see what should be measuredIdentify critical questions, along with needed strategic planning survey measuresExplore cost effective ways of surveying (small phone + mail)	Asst. Dir. Perf. Impr. (K. Lynskey)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

<p><u>Goal ES8:</u> <i>Ensure the financial viability of the County through sound financial management practices (also supports the following goals)</i></p> <ul style="list-style-type: none"> • Allocate County Government resources in support of activities that increase and diversify jobs and incomes ...(ED1) • Ensure high quality standard of care and customer service Countywide (HH7) • Provide timely and reliable public infrastructure services ... consistent with the Comprehensive Development Master Plan (CDMP) (NU6) • Establish easily accessible, diverse and enjoyable programs, services, place and facilities to meet our community's unique and growing needs (RC1) • Secure and invest additional public and private resources to improve and expand programs, services and facilities (RC2) • Improve mass transit along major corridors and between major origin and destination locations (TP5)
<p><u>Outcome:</u> ES8-2 Planned necessary resources to meet current and future operating and capital needs (also supports the following outcomes)</p> <ul style="list-style-type: none"> • Resource maximization based on leveraging federal, state and other funds (ED1-7) • Reduction of health and human service unmet needs (HH7-2) • Pursue funding for identified improvements, including alternative funding sources (NU6-2) • More cultural, recreational and library programs and services available to address varied community interests (RC1-3) • Reduction in unmet needs (RC2-1) • Expanded rapid transit service along all major corridors (TP5-2)
<p><u>Strategies:</u> Ensure adequate revenue streams; ensure adherence to required reserve levels (also supports the following strategies)</p> <ul style="list-style-type: none"> • Better coordinate economic development grant writing and appropriations across County departments to leverage resources (ED1-7) • Coordinate communication with and education of elected officials at all levels (ED1-7) • Continue to advocate at the state and federal level for additional health and human services funding (HH7-2) • Pursue funding for identified improvements, including alternative funding sources (NU6-2) • Continue to educate partner organizations regarding the availability of other public and private funding sources (RC1-3) • Continue to pursue additional funding to strengthen and enhance programs (RC2-1) • Advocate for increased leadership, funding and program development at the State and Federal levels (RC2-1) • Maximize leveraging of local funding to obtain federal, state and non-traditional funding (TP5-2)
<p><u>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</u> % Cash reserves (other related KPIs identified below)</p> <ul style="list-style-type: none"> • 5% annual increase in number of new dollars generated for economic development programs (ED1-7) • 90% of residents satisfied or very satisfied with availability of health and human service (HH7-2) • Dollars in unfunded [health and human service] needs met over a 5 year timeframe (HH7-2) • 25% reduction in unfunded [recreation and culture] needs over a 2 – 5 year timeframe (RC2-1) • Increases in [recreation and culture] dollars available through all sources of funding, including existing and new sources (RC2-1) • 100% achievement of all major milestone timelines in the Peoples Transportation Plan (TP5-2)

Departmental Business Plan and Outlook
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Fiscal Years: 2003-04 & 2004-05

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Dollars received by County as part of revenue enhancement activities (as of date of award for grants and date of service for Rev. Max. efforts)	\$13.5 million*	\$15.0 million	\$15.0 million	<i>Effective Revenue Maximization and Grants Coordination, including activities outlined below:</i> <ul style="list-style-type: none">Identify and promote grant opportunities for County agencies, government entities, and community-based organizations (CBOs)Maintain and update, weekly, grant and nonprofit resources web page, including current grant announcementsE-mail current grant announcements and information within 2 business days to County agencies, government entities and weekly to CBOs and other interested parties	Rev. Max. & Grants Coordinator (D. Wall) and Applicable Departments
% of timely updates	N/A	90%	100%		Rev. Max. & Grants Coordinator (D. Wall) Administrator & Analyst positions
% of participants that agree or strongly agree that a training session met their needs or that they benefited by attending	N/A	75%	80%	<ul style="list-style-type: none">Provide training, technical assistance and support to County agencies, government entities and community-based organizationsDevelop training curricula and materials for county staff and community-based organizations	Rev. Max. & Grants Coordinator (D. Wall) Administrator & Analyst positions
% of surveyed county staff satisfied or highly satisfied with technical assistance and support received		75%	80%		
* Since February 2003. Amount includes \$13.1 million grant award shared by the County, City of Miami and other jurisdictions; exact County allocation to be determined.					

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Fiscal Years: 2003-04 & 2004-05

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of senior management staff, of departments included in the countywide revenue maximization plan, trained in revenue maximization concepts and strategies	N/A	N/A	80%	<ul style="list-style-type: none">• Work with consultants and departments to develop a countywide revenue maximization plan by February 2004• Provide training for county staff and leadership in revenue maximization concepts• Work with County agencies to develop revenue maximization strategies and proposals	Rev. Max. & Grants Coordinator (D. Wall) Administrator & Analyst positions
Timely distribution of information related to rev max and grants activities		100%	100%	<ul style="list-style-type: none">• Monitor state and federal legislation and budget proposals for funding opportunities and report fiscal impacts on the County• Develop and implement a system by February 2004 to track cost shifts and budget cuts by the federal and state governments• Work with county departments and outside agencies to develop and publish the first ever Children’s Budget for Miami-Dade County by the 1st Quarter	Rev. Max. & Grants Coordinator (D. Wall) Administrator, OSBM Analyst positions, and applicable departments

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal ES8: *Ensure the financial viability of the County through sound financial management practices*

Outcome 8-2: Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Strategies:

- Ensure adequate revenue streams
- Ensure a capital plan to assure adequate financial resources for replacement, repair, and maintenance of critical assets
- Ensure effective budgeting and cost accounting practices

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- % Cash reserves

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
Emergency Contingency Reserve	\$0	\$11 Million	\$23 Million	Recommend a balanced budget consistent with the strategic plan supported by the following tasks: <ul style="list-style-type: none">• Complete Manager's budget priorities by January 31• Complete performance-based program review by January 31• Complete and distribute annual Proposed Budget by July 15• Complete and distribute the Business Plan, Adopted Budget and Five-Year Financial Outlook in the first quarter	Budget Director (D. Morris) and OSBM Budget Staff
Average GFOA scores for budget (scale of 0 to 4):					
▪ as a policy document	3.3*	3.5	3.6		
▪ as a financial plan	2.9*	3.1	3.2		
▪ as an operations guide	2.9*	3.1	3.2		
▪ as a communications device	3.0*	3.2	3.3		
<i>*The scores shown under FY03 Actual were received in November 2002 and reflect the spring/summer 2002 efforts in preparing the FY2002-03 Budget; scores reflecting efforts of preparing the FY2003-04 budget will be incorporated into the FY03 Actual column as they reflect performance for that period.</i>					
MAY INCLUDE TIMELINE OF MAJOR MILESTONES WITH ACTUALS FOR PRIOR YEARS					

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal ES9: *Deliver on promises and be accountable for performance*

Outcome 9-1: Alignment of services provided with community's needs and desires (priority outcome)

Strategies:

- Implementation and periodic update of County Strategic Plan

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- % of strategic plan outcomes with appropriate performance indicators
- % of strategic plan outcomes/strategies supported by Business Plans
- % of community satisfied with value of County services for tax dollars paid

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of Strategic plan outcomes with appropriate key performance indicators defined	Not appl.	100%	100%	<ul style="list-style-type: none">Review preliminary key performance indicators for all priority outcomes in the plan, compare to existing measures, recent survey data, and ICMA measures and data, and refine the strategic plan key performance indicators as appropriate by the second quarter of FY 03-04Refine the key performance indicators for all other outcomes by the third quarter of FY 03 – 04Continue to participate in the ICMA Center for Performance Measurement to gain insight for future refinements, targets, etc.	Asst. Dir. MgmtPlng & Strategy (K. Brooks) Budget Coordinator (R. Scher)

Departmental Business Plan and Outlook
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Fiscal Years: 2003-04 & 2004-05

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS			TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of Departments trained in linking business plans to the strategic plan	N/A	100%	100%	<ul style="list-style-type: none">• Develop framework for results-oriented government to include planning, measuring, and monitoring/accountability; roll-out plan for deployment throughout the organization by the beginning of FY 04• Develop new department business plan instructions, template and website in support of the Countywide Strategic Plan• Conduct one-day quarterly workshops with county executive management to roll-out and implement results-oriented government• Conduct follow-up workshops with senior staff of Departments to train them in business plan development by the first quarter of FY 04• Conduct one-on-one sessions with departments as requested on their FY 04 & FY 05 business plan by the first quarter of FY 03-04• Post supporting department business plans on line by the second quarter of FY 03-04• Finalize budget and post FY 05 adopted business plans online by the first quarter of FY 05	Asst. Dir. MgmtPlng & Strategy (K. Brooks) Budget Coordinator (R. Scher)

Departmental Business Plan and Outlook
Department Name: Office of Strategic Business Management
Fiscal Years: 2003-04 & 2004-05

Goal ES9: *Deliver on promises and be accountable for performance*

Outcome 9-2: Alignment of priorities throughout the organization

Strategies:

- Utilize senior leadership to systematically deploy County's values, priorities and performance expectations throughout the organization
- Develop approach to involve elected officials (Mayor, Board of County Commissioners, Clerk) in deploying County's values and priorities throughout the organization
- Educate and communicate performance accountability expectations throughout all levels of Miami-Dade County government
- Implement effective organizational and management practices

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- % of employees aware of their component of performance targets
- % of employees aware of their importance to County's values and priorities

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of senior management fully oriented to how their performance relates to the strategic plan, and department business plan objectives	Not Appl.	95%	100%	<ul style="list-style-type: none">• Develop ownership framework implementation of the Countywide strategic plan within the County Manager's office by the first quarter of FY 03–04• Coordinate and enhance training and implementation of the performance appraisal process for senior management including:• Development of individual performance objectives by Dec. 2003• Close-out of evaluations based on individual performance objectives by Jul. 2004	Asst. Dir. MgmtPlng & Strategy (K. Brooks)
% organization familiar with the County's strategic plan and their role in achieving the objectives of the plan	0%	25%	50%	<ul style="list-style-type: none">• Develop easy-to-read materials for all County staff (final plan documents, enhanced website, etc.)• Coordinate with the communications working group to develop a communications plan for all employees such that they understand that the County has a strategic plan and that they understand their role in achieving plan outcomes ("golden thread" employee cards, language for department newsletters, etc.)• Work with the Employee Relations Dept to develop ongoing training curriculum on results-oriented government and how it relates to each employee• Provide periodic updates to the Mayor, Board of County Commissioners, and their respective staff• Involve the Mayor, Board of County Commissioners, and their respective staff in events with staff. etc.	Asst. Dir. MgmtPlng & Strategy (K. Brooks)

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Goal ES9: *Deliver on promises and be accountable for performance*

Outcome9-3: Achievement of performance targets (priority outcome)

Strategies:

- Complete performance measures development and establish a continuous monitoring program
- Develop mechanisms to ensure integrity of all performance data reported

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

- % County achievement of performance targets
- Overall rating of County service delivery based on percentage of departmental functions meeting annual performance goals

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of priority outcome performance indicators with baselines and targets established	0%	90%	100%	<ul style="list-style-type: none">• Coordinate documentation of data collection methodologies for all priority outcome key performance indicators by the third quarter of FY 04, including ownership, frequency of collection, data source, etc.• By the third quarter of FY 04 present a plan to ensure the integrity of performance data• Ensure that data collection is underway of all priority outcome key performance indicators by the first quarter of FY 05	Asst. Dir. MgmtPlng & Strategy (K. Brooks) Budget Coordinator (R. Scher)
% completion of performance management software implementation (Countywide level)	1%	10%	100%	<ul style="list-style-type: none">• Develop the scope of work for a performance management software system by the second quarter of FY 04• Develop strategy maps based on linkage identified in Departmental business plans.• Procure performance management software system by the end of FY 04• Initiate limited implementation of the performance management software system by the first quarter of FY 05	

Departmental Business Plan and Outlook
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Fiscal Years: 2003-04 & 2004-05

GOAL ES9: *Deliver on promises and be accountable for performance*

Outcome: ES9-4 Accountability to the public at every level of the organization (priority outcome)

Outcome: ES9-5 Continuously improving government (priority outcome)

Strategies:

- Upgrade and integrate operating and financial management systems (technology) to permit timely and continuous performance monitoring
- Communicate performance results to the community
- Establish performance improvement program based on performance results
- Identify potential key innovations for further improvement of County processes
- Ensure efficient operation of County processes

Key Performance Indicator(s)/Objective(s) (From Strategic Plan):

Above average agency rating nationally e.g. in Governing Magazine "Managing for Results"

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of priority outcomes key performance indicators available to the public through the internet or other means	Not Appl.	0%	70%	<ul style="list-style-type: none">• Make departmental quarterly performance reports available to the public on the internet by FY 04• Prepare report card to the community by the first quarter of FY 05 summarizing the status of all priority outcomes in the Countywide Strategic Plan	Asst. Dir. MgmtPlng & Strategy (K. Brooks) Budg. Coord. (R. Scher)
% of senior leadership trained in Sterling criteria for performance excellence	0%	100%	100%	<ul style="list-style-type: none">• Enhance leadership understanding of Sterling criteria for performance excellence through field trips, training, etc.• Conduct facilitated in-house Sterling organizational profile• Provide Countywide template for completion of department applications for Sterling assessments and awards	Asst. Dir. MgmtPlng & Strategy (K. Brooks)

Departmental Business Plan and Outlook

Department Name: Office of Strategic Business Management

Fiscal Years: 2003-04 & 2004-05

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
% of Gainsharing Memoranda of Understanding (MOUs) closed-out within one month after the end of the fiscal year		100%	100%	<ul style="list-style-type: none">• Work with departments with gainsharing MOUs to facilitate that end of year data is available within one month after the end of the fiscal year.• Hold meetings with department staff to reach consensus on data within six weeks after the end of the fiscal year.• Adjust PAR to ensure awards are issued by mid-December.	Asst. Dir. Perf. Impr. (K. Lynskey)
# of new gainsharing MOUs annually	1	2	2	<ul style="list-style-type: none">• Identify candidate programs based on performance measures for gainsharing MOUs• Reach program consensus with County Manager’s Office, departmental management, and employees and their representatives• Negotiate and sign MOUs• Obtain approval from Board of County Commissioners	Asst. Dir. Perf. Impr. (K. Lynskey)
Average number of days for review of submitted Administrative Orders	Avg. of 4.7 bus. days 87% in 10 bus. days	4 bus. days	4 bus. days	<ul style="list-style-type: none">• Work with departments in proactive manner to ensure that A.O.s are up to date and that all A.O. drafts sent to PI meet basic formatting standards.• Ensure that draft A.O.s are immediately distributed to PI contacts and that tracking database is updated accordingly.• Review A.O.s for format content, consistency with authorizing legislation.• Conduct initial review of A.O. within 4 working days and return to department for required edits.	Asst. Dir. Perf. Impr. (K. Lynskey)
Number of days for posting final A.O.s on intranet	10 days 96% in 10 days	10 days	5 days	<ul style="list-style-type: none">• Work proactively with departments to ensure that final adopted versions of A.O.s are sent to PI in correct format.• Format and post document to intranet site• Finalize process of using Adobe software for completed A.O.s to further expedite posting to intranet.	Asst. Dir. Perf. Impr. (K. Lynskey)
Percentage of milestones met when updating procedures manual		100%	100%	<ul style="list-style-type: none">• Issue annual procedures manual update memo to all county entities by six weeks before the end of the first quarter.• Work proactively with county entities to ensure all updates are submitted to PI in a timely fashion.• Update procedures manual by the end of the first quarter.	Asst. Dir. Perf. Impr. (K. Lynskey)

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DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY 03 ACTUAL	TARGETS			
		FY 04	FY 05		
# of reviews in which Performance Improvement (PI) has led or provided oversight (not including ECC Impact Projects)	12	15	15	<ul style="list-style-type: none">• Work with Special Assistant for Strategic Management initiatives to review PI workload to ensure that projects are correctly prioritized• Align staff to ensure resource use is optimized• Identify projects in departments where PI can assist• Report as needed to ACMs• Administer the MACS and Survey Pools	Asst. Dir. Perf. Impr. (K. Lynskey)
# of ECC Impact Projects completed	5	5	5	<ul style="list-style-type: none">• Use Quarterly Reports to track progress on ECC Impact projects• Provide support on Impact projects as directed by County Manager's Office• Work with departments to provide required status reports to Efficiency and Competition Commission• Work with departments to identify future Impact Projects• Provide required staffing support to the Efficiency and Competition Commission.	Asst. Dir. Perf. Impr. (K. Lynskey)
# of signed corporate sponsorship agreements	0	2	3	<ul style="list-style-type: none">• Work with consultant and County management to identify corporate sponsorship projects• Develop RFP and facilitate negotiation and implementation of sponsorship agreements	Asst. Dir. Perf. Impr. (K. Lynskey)